



# STRATEGIC PLAN

## Stormwater Management Business Area Department of Public Works and Environmental Services

August 15, 2003

### 1 Introduction

In September 2002, Fairfax County embarked on a strategic planning and thinking process – “Fairfax Framework for Excellence” – which consisted of three primary goals:

- ensure that County programs are appropriately aligned to the expectations of the community;
- establish a unified, articulated plan that can be communicated to all employees that will clearly show the County’s priorities and direction; and,
- ensure that limited resources are appropriately allocated to achieve the objectives of the community as determined by the Board of Supervisors.

The leadership of the Department of Public Works and Environmental Services (DPWES) Stormwater Management Business Area (STW) conducted an extensive process from February to August 2003 to align the business area with the County’s planning process and to develop consensus on how to carry out the STW’s Mission Statement.

To ensure consistency between the STW and County-wide planning processes, the County’s Core Purpose and Vision Statement (Figure 1.1) was used to guide and validate the development of STW goals, strategies, and tactics.

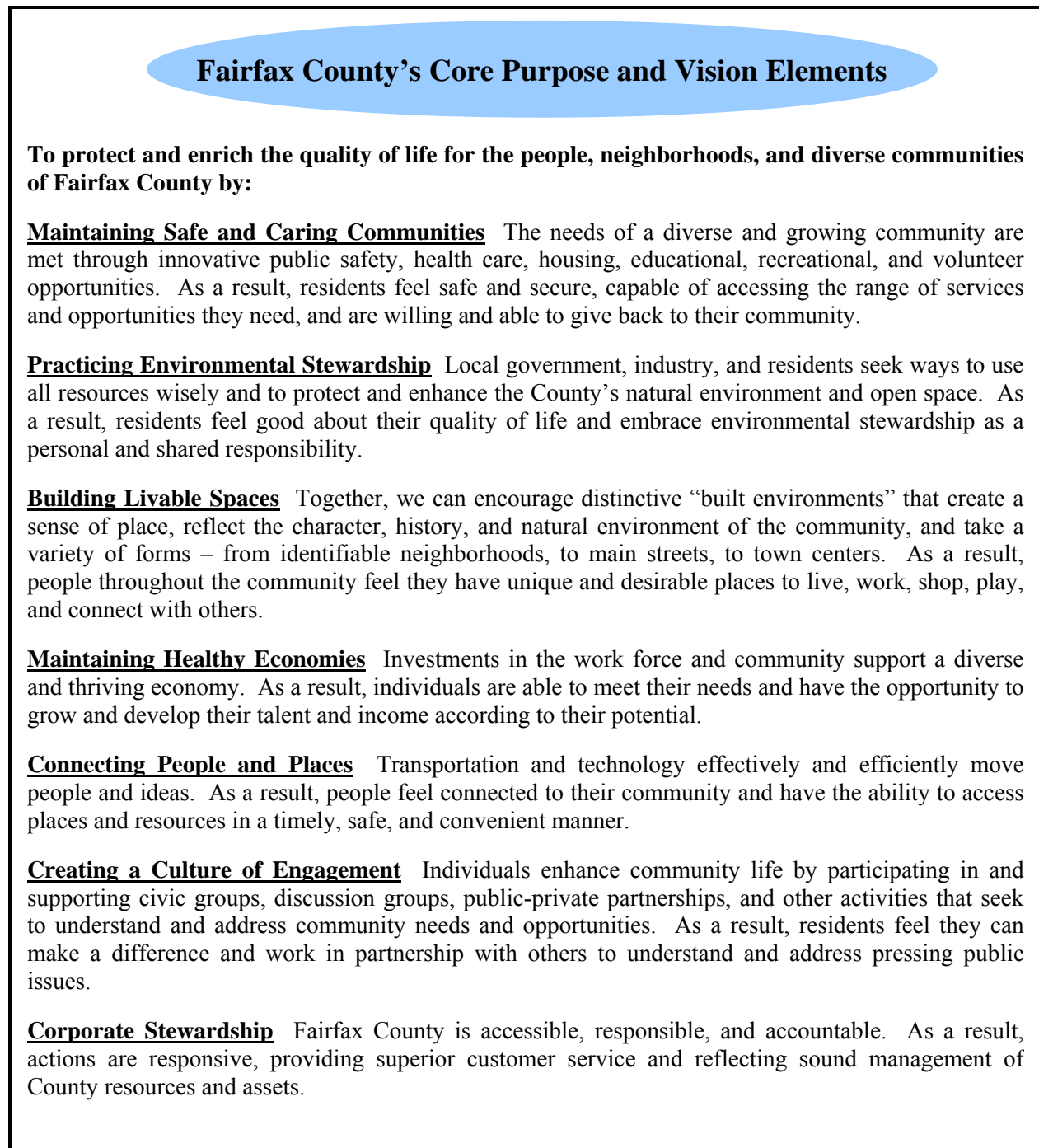
The STW’s planning process included several goals, including:

- validating the vision, values, and mission of the STW line of business;
- motivating employees by creating meaning for their work in the context of the mission; and,
- balancing current work with the strategic needs of the community.

The strategic planning process was led by the STW Business Team, which consists of representatives from the Maintenance and Stormwater Management Division (MSMD), the Stormwater Planning Division (SPD), and the Office of Site Development Services (OSDS). The Business Team is responsible for “developing the Vision, Mission, Values, and Leadership Philosophy that constitute the guiding principles for the line of business and ensuring that all strategic initiatives are in concert with the guiding principles.” The process was intentionally informal and collaborative, and input was sought from many varying interests, including in-County and external customers.

A key element of the process was to develop a Strategic Plan that is implementable. Accountabilities and time lines were considered to ensure that staff are not overloaded and that time frames for completion are reasonable. Finally, there was a strong effort made to ensure that only processes and issues that were truly strategic to the future of stormwater in Fairfax County were included – therefore limiting the number of programs and planning efforts that the line of business would undertake.

**Figure 1.1: Fairfax County Core Purpose and Vision Elements**



## 2 Purpose and Process

The STW strategic planning process consisted of two major efforts: data gathering and analysis and the development of the strategic plan. Data gathering efforts are represented by an Environmental Scan and a Survey Analysis, both of which are summarized in Section 3. The strategic planning process consisted of the work of four teams, each of which was assigned one of the four goal areas determined to be necessary to achieve the STW's Mission Statement. As part of the process, three full-day planning workshops were held May 20, 2003, June 17, 2003, and July 15, 2003. At these sessions, the STW Business Team re-validated the vision and mission, and provided input to the individual teams so that all members of the group were engaged in the total process. Between meetings, the teams refined their work on the goals, strategies, and tactics for presentation at the workshops. They also shared their work with outside resources in order to test agreement to the goals and to involve additional personnel in the process.

Meeting agendas consisted of the following themes:

### **Setting the Stage and Validating Past Work**

- Introduction to the process;
- Overview of Environmental Scan and Survey Analysis;
- Validation of Vision, Guiding Principles, Values, and Mission Statement;
- Definition of goals, strategies, and tactics;
- Initial strategy development; and,
- Assignment of interim team responsibilities.

### **Building Consensus on Direction**

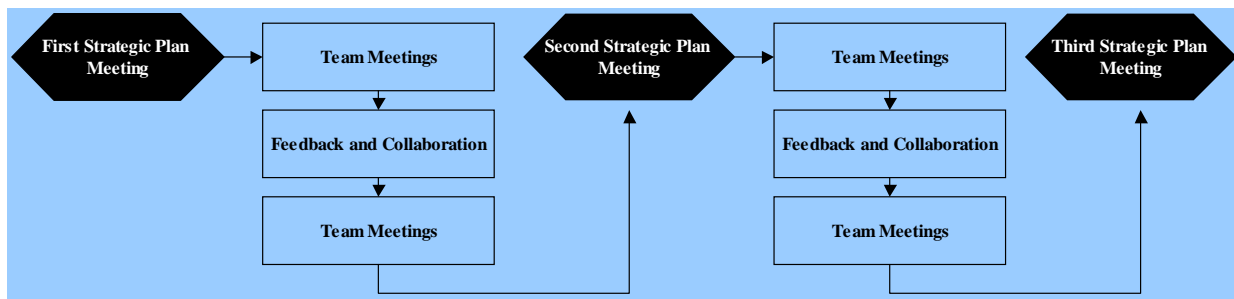
- Presentations by teams on goals, strategies, and tactics;
- Discussion and consensus on changes; and,
- Assignment of interim team responsibilities.

### **Getting Commitment To Achieve the Mission**

- Presentations by teams on revised goals, strategies, and tactics;
- Prioritization of tactics; and,
- Final consensus and next steps.



**Figure 2.1: STW Strategic Planning Process**



This process formed the core of the strategic planning effort. When it was completed the teams continued their work to finalize accountability and timelines for their goals. This document presents their collective strategic plan.

### 3 Situational Analysis

To support the strategic planning process, the STW performed an extensive situational analysis in the form of an Environmental Scan and a companion Survey Analysis. Together, the Environmental Scan and the Survey Analysis provided the intelligence necessary for the development of the Strategic Plan.

The goal of the Environmental Scan was to provide a “snapshot” of the internal and external issues and trends facing the STW in its current and future work and to promote future-oriented thinking in both the management and staff of the STW. A major supporting element of the Environmental Scan was an all day Strengths, Weaknesses, Opportunities, and Threats (SWOT) workshop held with members of the Business Team and selected County staff on March 6, 2003. At the meeting, participants ranked the results of brainstorming sessions in each area to arrive at top issues of concern to the STW (see Table 3.1).

The purpose of the Survey Analysis was to collect information on significant issues of concern that may not otherwise have been identified by providing an anonymous forum for expressing a range of viewpoints and perspectives on the opportunities and challenges facing the STW. Surveys were collected from February 14, 2003 through March 4, 2003. Twenty-three individuals responded to the survey. In addition, facilitated meetings of the STW field crews yielded four collective responses. Finally, eight 30 to 60 minute face-to-face meetings were conducted with external stakeholders and one in-County stakeholder. Stakeholders consisted of one regional government representative, three consultant/industry representatives, one representative from Fairfax County Fire and Rescue, and three civic/environmental representatives.





**Table 3.1: Summary Results of SWOT Analysis by Priority**

| STRENGTHS   | WEAKNESSES   |
|---|--|
| <ol style="list-style-type: none"> <li>Emergency response.</li> <li>Versatility in tasks and programs.</li> <li>Institutional knowledge.</li> <li>Not overly perfectionist → get more done/balancing rules, responsibilities and risks.</li> <li>Talented workforce.</li> <li>Good problem-solving skills → make things work.</li> <li>Ability to reallocate resources within programs.</li> <li>Can do attitude “where there is a will there is a way.”</li> <li>Good fiscal control.</li> <li>Ability to incorporate technology and innovation.</li> <li>In tune with existing impending regulations.</li> <li>Diversity, both in terms of people and opinions.</li> </ol>  | <ol style="list-style-type: none"> <li>Limited Term Exempt (LTE) employees create scheduling difficulties and morale problems.</li> <li>Inter-departmental communication and cross-cutting outreach among County divisions.</li> <li>Lack sense of identity: what do we do? → “stormwater” leads to various interpretations.</li> <li>No dedicated funding source to accomplish what needs to be done.</li> <li>Opportunities for upward mobility limited.</li> <li>Overall outreach efforts lacking.</li> <li>Policy level lack of integration between OSDS and STW → lack of integration between planning and implementation processes.</li> <li>History of being reactive versus strategic.</li> <li>Losing too many well-qualified people to retirement.</li> <li>Cannot replace staff due to inadequate pay compared to other opportunities.</li> <li>Fixes of infrastructure are often short-term, not long-term. Costs more in the long run.</li> </ol>                                   |
| <ol style="list-style-type: none"> <li>Political support from the Board of Supervisors.</li> <li>Healthy citizen interest in the environment.</li> <li>Proactive watershed planning.</li> <li>Federal/state grant opportunities, outside funding.</li> <li>Heightened awareness due to negative visible conditions (e.g., West Nile Virus, etc.).</li> <li>Retrofitting of stormwater management facilities to BMPs through the County’s redevelopment/revitalization plans.</li> <li>Environmental stewardship has been integrated into the County Executive’s vision and mission.</li> <li>Collaboration with external councils and commissions (Tree Commission, EQAC, Planning Commission, etc.) that have a vested interest in environmental issues.</li> <li>Changes to County’s organizational structure that are environmentally supportive.</li> <li>County-wide focus on strategic planning provides opportunities for intra-County alignment, collaboration, etc.</li> <li>Build on past successes.</li> </ol> | <ol style="list-style-type: none"> <li>Lack of consistent funding source and loss/reduction of funding – competing with other County functions (schools, F&amp;R, IT).</li> <li>Frequent changes in management philosophy, e.g., HPO → what’s next?</li> <li>Overly high citizen expectations given resources.</li> <li>Development community pressure, e.g., opposition to regulation, poor construction/inspection.</li> <li>Lack of well organized grass roots buy-in/support for current programs.</li> <li>Changing/new regulations (unfunded mandates) Tributary Strategies, TMDLs, ADA, etc.</li> <li>RIF/staff reductions.</li> <li>Poor support/coordination with other County and outside departments, e.g., FCPA, VDOT → (lack of unified County vision, strategy).</li> <li>Unplanned, short notice initiatives with high emotions (West Nile Virus/public health/terrorism).</li> <li>Limitations of existing facilities.</li> <li>Perceived savings from privatization.</li> </ol> |
| OPPORTUNITIES   | THREATS  |

### 3.1 Environmental Scan Summary

A summary of the Environmental Scan and Survey Analysis is provided in Table 3.2. The following are conclusions taken from the Environmental Scan.

- **External demands will continue to drive the majority of initiatives in the STW.** That is, agencies outside of the STW (Federal, State, and County) will largely drive internal programming. This does not diminish the importance of short or long-range planning; however, it does mean that planning for discretionary programming will be made more difficult.
- **Fairfax County's existing tax base is not likely to increase appreciably in the short term.** It is unclear how a shift from new development to infill/redevelopment will ultimately affect the County's revenue generating capacity. Therefore competition with other County programs will remain high, unless new sources of funding are identified.
- **There will always be more work/programs than can be accomplished by the STW.** Therefore the STW will need to think strategically about which projects or programs it will undertake in order to maintain acceptable standards of quality.
- **The STW's human resources have become stressed due to taking on additional regulatory and planning functions** (TMDLs, Chesapeake Bay, Regional Ponds, etc.) as well as maintaining an increasing facilities inventory without a corresponding increase in staff. The STW needs to benchmark the optimal staff necessary to achieve STW goals and find ways to increase and decrease staffing without jeopardizing programming.
- **Inconsistent public outreach efforts have led to misinterpretation or a lack of understanding of the STW mission and successes.** A consistent program highlighting achievements and progress will bring the public to a better understanding of the need for stormwater programs.
- **Despite recent organizational and leadership changes in the STW and DPWES, it will be a long-term endeavor to shed old perceptions about how business is done.** As a result, there will be continued confusion as to the STW's direction and mission. A consistent internal communications process within the STW is key to gaining staff-level trust in the organization's leadership.
- **Momentum caused by high-profile STW-related regulatory mandates,** recent reports by the STW demonstrating the impacts of growth on water and ecological resources, and a generally friendly political environment towards stormwater issues can be used by the STW to enhance existing programming.

**Table 3.2: Summary of the STW Environmental Scan**

### **Economic Factors**

- While Fairfax has fared better than Virginia as a whole, the County remains in a depressed economic condition.
- While technology has been hit hard, the remainder of the labor market is tight.
- Stormwater has lost most major State funding sources.
- Additional funding sources in Virginia are limited.

### **Mandates and Regulations**

- New regulations/mandates continue despite economic downturn.
- The STW has already tackled NPDES Phase I and GASB and is working to implement the new Chesapeake Bay Preservation Ordinance.
- New issues include NPDES Phase II, TMDLs, and Tributary Strategies.
- TMDLs will affect 15 waterbodies through 2014. TMDL implementation plans will likely draw significant time and resources from other priorities.

### **Demographics**

- Fairfax County's population will increase by 144,000 residents in the next 10 years.
- Existing land use patterns will continue to become more dense.
- The County will continue to become more ethnically diverse: 63% of the County was White/Non-Hispanic in 2000 compared to 86% in 1980; 13% of residents "speak English less than very well."
- The over 65 population will grow from 8.2% to 12.9% of residents over the next 10 years.

### **Infrastructure**

- Many "first generation" private SWM facilities are nearing their average life span.
- Many streams are already significantly degraded. As a result, the County is in a more expensive rehabilitation mode.
- Degraded streams are now a significant regulatory liability.

### **Citizen Expectations**

- Many residents have an expectation of "out-of-sight, out-of-mind."
- Citizens are concerned about water quality: 94% of respondents to a Bay Program poll thought that Bay protection was very important.
- Northern Virginia residents are among the most educated on water quality issues.
- Factors affecting willingness to pay for clean streams: directly affected by pollution; ability to make a real difference; and, saving money in the long-run.

### **Unanticipated Events**

- Seen both as a positive and a negative by internal and external stakeholders. Includes: West Nile Virus; flooding; drought; snow; and, accidents.

### **County Policies and Priorities**

- Existing County policies and priorities can facilitate or slow necessary change.
- Major policy documents include: Comprehensive Plan; Stream Protection Strategy; budget performance measures; other agency goals; Public Facilities Manual; County ordinances; and, internal budgeting and programming.

## 4 The Strategic Plan

The County's Strategic Plan consists of Vision, Values, Guiding Principles, Mission Statement, Goals, Strategies, and Tactics. The Vision, Values, Guiding Principles, and Mission Statement already existed for the STW, and given that these higher-level commitments have been previously agreed to, the first part of the process was to ensure that they were still relevant to the STW's future. After careful review, the Vision, Values, and Guiding Principles presented in Figure 4.1 were revalidated and were used as the basis for developing the Strategic Plan.

**Table 4.1: Definition of Plan Elements**

|                           |               |   |
|---------------------------|---------------|---|
| <b>Tactics</b>            | 1 to 2 years  | Tactics are the short term programs that are necessary to support a particular strategy. They are operational in nature and subject to change and focus.  |
| <b>Strategies</b>         | 1 to 2 years  | Strategies answer the question of how we achieve our long-range goals.  |
| <b>Goals</b>              | 2 to 5 years  | Goals expand on and are derived from the Vision and Mission and answer the question of where we want to go. They must be translatable to strategies and tactics.  |
| <b>Mission</b>            | 5 to 10 years | The Mission statement describes the purpose of the organization – both in terms of what it is today and what it aspires to be.  |
| <b>Guiding Principles</b> | > 10 years    | Guiding principles state how members of an organization are expected to behave to meet the values of the organization.  |
| <b>Values</b>             | > 10 years    | Values are derived from the leadership and culture of an organization. They can be stated explicitly, but will not be believed if they are not acted upon. They are considered “superordinate” goals, ways of doing work that are fundamental to the culture. |
| <b>Vision</b>             | > 10 years    | The Vision underlies the Strategic Plan as the “dream” of what the organization can become. It is short, to the point, and is written in a way that can be seen by those who follow it. It is both emotional and practical.                                   |

Since the Mission Statement describes the purpose of STW, it was given particular consideration during the revalidation process. The Mission Statement is presented as the first element in the five-year Strategic Plan. Figure 4.1 shows the Mission Statement, Goals, Strategies and Tactics, along with accountability for achieving each Tactic and an expected start and completion date.

Writing the Strategic Plan is only the first step in achieving true strategic change. It was recognized that implementation would require strong leadership, accountability, and agreement among the various parts of STW. To ensure that there is a “living” mechanism to guide and monitor the STW's efforts, a Tactic Control Process was developed (Table 4.2). The Tactic Control Process provides a tool for the STW leadership to monitor the Strategic Plan over time.

The Tactic Control Sheets form the basis for developing action plans to achieve each of the Tactics and to facilitate the sharing of responsibility for accomplishing the Strategic Plan. For each Tactic, an Action Plan will be written within one year so that the responsible party can report to the management on progress being made towards implementation of the Strategic Plan.

Finally, to provide accountability between the STW Strategic Planning Process and the County's Core Purpose and Vision Elements, Table 4.3 provides a cross-walk showing how Strategies address each of the six Vision Elements.



**Figure 4.1: Vision, Values, and Guiding Principles**

### **Vision**

Our Vision is to provide a safe and healthy environment for all present and future generations.

- We will establish and maintain the nation's premier watershed and infrastructure management programs, in harmony with the environment, through enhanced customer service, public awareness, education, and innovative technology.
- Through teamwork, and in collaboration and partnership with the community, we will be an organization of which the public can be proud. Through highly trained and motivated personnel, we will adhere to the highest standards of work quality and public safety.

### **Values**

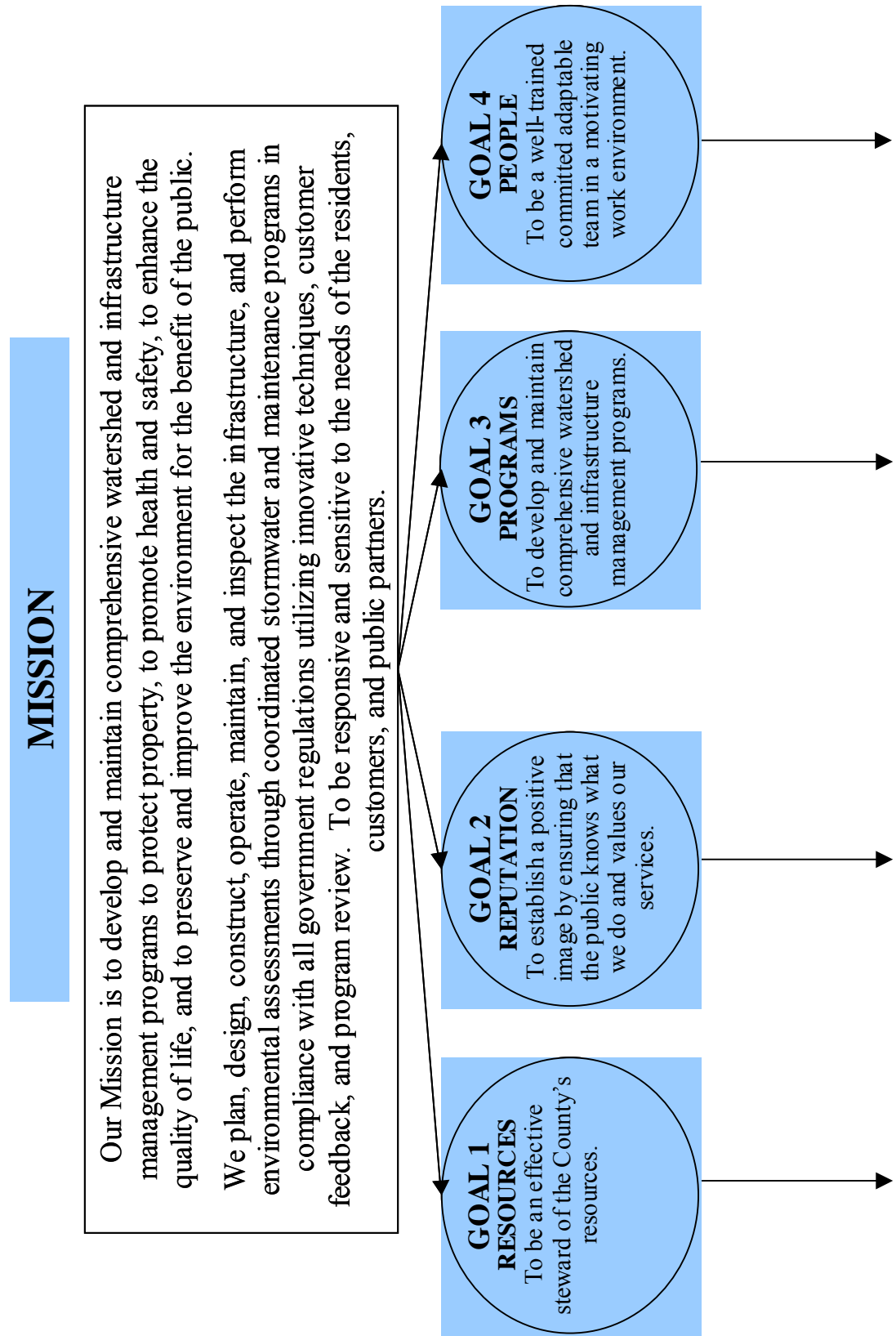
In our commitment to provide the highest level of public safety and service, we embrace these values to guide our daily actions:

- **Integrity** is demonstrating consistent adherence to the principles of trust, honesty, fairness, sincerity, and openness.
- **Respect for People** is valuing diverse contributions and demonstrating fairness, compassion, appreciation, and understanding toward everyone.
- **Trust** is fostered by assuring that individual obligations and responsibilities are fulfilled and relying upon others to do the same.
- **Open Communication** is listening and sharing information in all directions to create common understanding.
- **Initiative** is having the foresight and courage to take action and create opportunities to prevent or resolve problems and get the job done consistent with organizational goals and values.
- **Teamwork** is collaborating with colleagues, customers, and organizations to achieve the best results.
- **Personal and Professional Growth** is striving for excellence through continuous learning and improvement.

### **Guiding Principles**











- We lead by example.
- We ensure teamwork and a collaborative environment.
- We accept responsibility and hold ourselves accountable for our actions and expect the same of others.
- We exhibit leadership at all levels of innovation and apply the creative talents and knowledge of all to produce excellent services.
- We take pride in and celebrate our service excellence through sincere appreciation and recognition of those who exemplify it.

Figure 4.2 Mission, Goals, Strategies, and Tactics



|  |  |  |  |
|--|--|--|--|
| <p><b>STRATEGIES</b></p> <p>1.1 Achieve total commitment to the strategic planning process.</p> <p>1.2 Use resources for most effective outcomes.</p> <p>1.3 Provide fiscal and budgetary accountability.</p> <p>1.4 Migrate to a steady and reliable funding source for stormwater programs.</p>  | <p><b>STRATEGIES</b></p> <p>2.1 Promote a culture of engagement.</p> <p>2.2 Build partnerships within the County and with external groups to accomplish mutually beneficial projects.</p> <p>2.3 Promote a customer friendly work culture.</p>   | <p><b>STRATEGIES</b></p> <p>3.1 Establish cutting edge services and programs.</p> <p>3.2 Be a regional leader in water resources and in restoring the Chesapeake Bay.</p> <p>3.3 Promote public health and safety.</p>   | <p><b>STRATEGIES</b></p> <p>4.1 Provide for and nurture a skilled workforce.</p> <p>4.2 Provide for a modern work atmosphere.</p> <p>4.3 Define, communicate, and celebrate the direction of stormwater management.</p>  |
| <p><b>TACTICS &amp; ACCOUNTABILITY</b></p> <p>1.1.1 Create an initial strategic plan and begin implementing first steps. S/E 1H04</p> <p>1.1.2 Execute a process for stakeholder involvement in the strategic plan and revise as necessary. S: 1H04, E: 1H05.</p> <p>1.1.3 Review and update the strategic plan. S/E: FY06.</p> <p>1.2.1 Optimize current resources. S: 3Q04, E: 1H05.</p> <p>1.2.2 Develop, implement, and monitor a process for pursuing alternative funding opportunities. S: 4Q04, E: 2H05.</p> <p>1.3.1 Develop and implement a fiscal process for improved efficiencies and procurement compliance. S: 4Q04, E: FY06.</p> <p>1.3.2 Develop funding plan for STW programs to reflect changing service levels, increase in infrastructure inventories, unfilled mandates, and emergency events. S: 3Q04, E: 1H05.</p> <p>1.4.1 Develop and implement a funding feasibility study for alternative methods and funding sources. S: 3Q04, E: FY06.</p> <p>1.4.2 Implement results of selected funding alternatives. S: FY07, E: FY08.</p> <p>1.4.3 Monitor funding plan and adjust accordingly on an annual basis. S: FY08.</p> | <p><b>TACTICS &amp; ACCOUNTABILITY</b></p> <p>2.1.1 Develop and implement effective outreach, education, and communication programs. S: 1H04, E: FY06.</p> <p>2.1.2 Promote data-gathering and information sharing with private and public entities. S: 4Q04, E: FY07.</p> <p>2.1.3 Foster programs to adopt and communicate innovative practices. S: 1H04, E: FY06.</p> <p>2.2.1 Identify partners and define mutual benefits of working together to advance environmental stewardship and safety. S: 1H04, E: 4Q04.</p> <p>2.2.2 Establish partnerships and formalize, if appropriate. S: 3Q04, E: FY06.</p> <p>2.3.1 Create customer friendly tools and environments. S: 4Q04, E: FY07.</p> <p>2.3.2 Develop customer feedback mechanisms, analyze results, and implement appropriate follow-up strategies. S: 1H05, E: FY08.</p> | <p><b>TACTICS &amp; ACCOUNTABILITY</b></p> <p>3.1.1 Determine needed levels of service for baseline services/programs. S: 1H04, E: 2H05.</p> <p>3.1.2 Evaluate future program needs. S: 4Q04, E: FY08.</p> <p>3.1.3 Evaluate potential re-alignment of functions. S: 4Q04, E: FY06.</p> <p>3.2.1 Be a good steward in implementing commitments of the Chesapeake Bay Agreement. S: 1H04, E: FY08.</p> <p>3.2.2 Maintain a comprehensive watershed management program under the MS4 permit. S: 1H04, E: FY08.</p> <p>3.2.3 Implement the recommendations and projects of the new watershed management plans. S: 4Q04, E: FY08.</p> <p>3.3.1 Influence the management of emergencies and public health crises. S: 1H04, E: 1H05.</p> <p>3.3.2 Develop an ADA compliance program. S: FY06, E: FY07.</p> <p>3.3.3 Develop an integrated emergency response program. S: 1H04, E: 1H05.</p> <p>3.3.4 Support the County's air quality initiatives. S: 3Q04, E: 1H05.</p> | <p><b>TACTICS &amp; ACCOUNTABILITY</b></p> <p>4.1.1 Prepare a staffing plan based on needs identified in the Environmental Scan. S: 3Q04, E: FY08.</p> <p>4.1.2 Prepare an organizational training and development plan. S: 4Q04, E: 2H05.</p> <p>4.1.3 Develop and implement a cooperative recruitment/retention program. S: 4Q04, E: FY06.</p> <p>4.1.4 Promote innovative thinking, confidence building, and employee empowerment to effect cultural change. S: 1H04, E: FY08.</p> <p>4.2.1 Develop and implement a workplace modernization plan. S: 3Q04, E: FY06.</p> <p>4.2.2 Develop and implement flexible employment opportunities. S: 1H04, E: 1H05.</p> <p>4.3.1 Develop and implement an internal communications program for stormwater management. S: 1H04, E: 1H05.</p> <p>4.3.2 Ensure that good work is recognized and rewarded. S: 1H04, E: 2H05.</p> |
| <p><b>KEY</b></p> <p>S = Target Start Date</p> <p>E = Target End Date</p> <p>1H or 2H = First Half or Second Half</p> <p>Q = Quarter</p> <p>FY = Fiscal Year</p>   |  |  |  |

**Table 4.2: Goals, Strategies, Tactics, and Accountability**


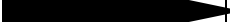



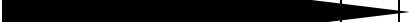



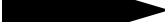

| RESOURCES – To be an effective steward of resources. |  |   |  |  |                                     |      |   |   |      |                                    |
|--|--|---|--|--|-------------------------------------|------|---|---|------|------------------------------------|
| GOAL 1   | To be an effective steward of resources.   | Target Start and End Dates for Tactics<br><div>  = Start / <input checked="" type="checkbox"/> = Completion </div> |  |  |                                     |      |   |   |      | Responsible Party                  |
|  |  | 1H04  | 3Q04   | 4Q04   | 1H05                                | 2H05 | FY06  | FY07  | FY08 |                                    |
| <b>STRATEGY 1.1</b>                                  | <b>Achieve total commitment to the strategic planning process.</b>   |   |  |  |                                     |      |   |   |      |                                    |
| Tactic 1.1.1   | Create an initial strategic plan and begin implementing first steps.   | <input checked="" type="checkbox"/>   |  |  |                                     |      |   |   |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.1.2   | Execute a process for stakeholder involvement in the strategic plan and revise as necessary.   |    |  |  | <input checked="" type="checkbox"/> |      |   |   |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.1.3   | Review and update strategic plan.  |   |  |  |                                     |      | <input checked="" type="checkbox"/>   |   |      | Carl Bouchard /<br>Scott St. Clair |
| <b>STRATEGY 1.2</b>                                  | <b>Use resources for the most effective outcomes.</b>  |   |  |  |                                     |      |   |   |      |                                    |
| Tactic 1.2.1   | Optimize current resources.  |   |     |  | <input checked="" type="checkbox"/> |      |   |   |      | Jeff Hatterick /<br>Don Demetrius  |
| Tactic 1.2.2   | Develop, implement, and monitor a process for pursuing alternative funding opportunities.  |   |  |     | <input checked="" type="checkbox"/> |      |   |   |      | Fred Rose                          |
| <b>STRATEGY 1.3</b>                                  | <b>Provide fiscal and budgetary accountability.</b>  |   |  |  |                                     |      |   |   |      |                                    |
| Tactic 1.3.1   | Develop and implement a fiscal process for improved efficiencies and procurement compliance.   |   |  |  |                                     |      | <input checked="" type="checkbox"/>   |   |      | Steve Aitcheson                    |
| Tactic 1.3.2   | Develop funding plan for STW programs to reflect changing service levels, increasing infrastructure inventories, unfunded mandates, emergency and unexpected events. |   |   |  | <input checked="" type="checkbox"/> |      |   |   |      | Carl Bouchard /<br>Scott St. Clair |
| <b>STRATEGY 1.4</b>                                  | <b>Migrate to a steady and reliable funding source for stormwater programs.</b>  |   |  |  |                                     |      |   |   |      |                                    |
| Tactic 1.4.1   | Develop and implement a funding feasibility study for alternative methods and funding sources.   |   |  |  |                                     |      | <input checked="" type="checkbox"/>   |   |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.4.2   | Implement the results of the selected funding alternatives.  |   |  |  |                                     |      |  | <input checked="" type="checkbox"/>   |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.4.3   | Monitor the funding plan and adjust accordingly on an annual basis.  |   |  |  |                                     |      |   |  |      | Carl Bouchard /<br>Scott St. Clair |

**REPUTATION** – To establish a positive image by ensuring that the public knows what we do and values our services.


|              |   | Target Start and End Dates for Tactics<br>🏹 = Start / ☑ = Completion |      |      |      |      |      |      |      |                   |
|--------------|---|--|------|------|------|------|------|------|------|-------------------|
| GOAL 2       | To establish a positive image by ensuring that the public knows what we do and values our services.               | 1H04   | 3Q04 | 4Q04 | 1H05 | 2H05 | FY06 | FY07 | FY08 | Responsible Party |
| STRATEGY 2.1 | Promote a culture of engagement.  |  |      |      |      |      |      |      |      |                   |
| Tactic 2.1.1 | Develop and implement effective outreach, education, and communication programs.                                  | 🏹  |      |      |      |      | ☑    |      |      | Fred Rose         |
| Tactic 2.1.2 | Promote data-gathering and information sharing with private and public entities.                                  |  |      | 🏹    |      |      | ☑    |      |      | Matthew Meyers    |
| Tactic 2.1.3 | Foster programs to adopt and communicate innovative practices.  | 🏹  |      |      |      |      | ☑    |      |      | Don Demetruis     |
| STRATEGY 2.2 | Build partnerships within the County and with external groups to accomplish mutually beneficial projects.         |  |      |      |      |      |      |      |      |                   |
| Tactic 2.2.1 | Identify partners and define mutual benefits of working together to advance environmental stewardship and safety. | 🏹  |      | ☑    |      |      |      |      |      | Steve Aitcheson   |
| Tactic 2.2.2 | Establish partnerships and formalize, if appropriate.   |  | 🏹    |      |      |      | ☑    |      |      | Carl Bouchard     |
| STRATEGY 2.3 | Promote a customer friendly work culture.   |  |      |      |      |      |      |      |      |                   |
| Tactic 2.3.1 | Create customer friendly tools and environments.  |  |      | 🏹    |      |      | ☑    |      |      | Jeff Hatterick    |
| Tactic 2.3.2 | Develop customer feedback mechanisms, analyze results, and implement appropriate follow-up strategies.            |  |      |      | 🏹    |      |      | ☑    |      | Scott St. Clair   |



**PROGRAMS** – To develop and maintain comprehensive watershed and infrastructure management programs.

|                     |   | Target Start and End Dates for Tactics<br> = Start / <input checked="" type="checkbox"/> = Completion |   |  |                                     |   |      |                                     |      |                                 |
|---------------------|---|--|---|--|-------------------------------------|---|------|-------------------------------------|------|---------------------------------|
| GOAL 3              | To develop and maintain comprehensive watershed and infrastructure management programs. | 1H04   | 3Q04  | 4Q04   | 1H05                                | 2H05  | FY06 | FY07                                | FY08 | Responsible Party               |
| <b>STRATEGY 3.1</b> | <b>Establish cutting edge services and programs.</b>                                    |  |   |  |                                     |   |      |                                     |      |                                 |
| Tactic 3.1.1        | Determine needed levels of service for baseline services/programs.                      |   |   |  |                                     | <input checked="" type="checkbox"/>   |      |                                     |      | Kathryn Moore                   |
| Tactic 3.1.2        | Evaluate future program needs.  |  |   |    |                                     |   |      | <input checked="" type="checkbox"/> |      | Fred Rose                       |
| Tactic 3.1.3        | Evaluate potential re-alignment of functions.   |  |   |    |                                     | <input checked="" type="checkbox"/>   |      |                                     |      | Kathryn Moore                   |
| <b>STRATEGY 3.2</b> | <b>Be a regional leader in water resources and in restoring the Chesapeake Bay.</b>     |  |   |  |                                     |   |      |                                     |      |                                 |
| Tactic 3.2.1        | Be a good steward in implementing commitments of the Chesapeake Bay agreement.          |    |   |  |                                     |   |      | <input checked="" type="checkbox"/> |      | Paul Shirey                     |
| Tactic 3.2.2        | Maintain a comprehensive watershed management program under the MS4 permit.             |    |   |  |                                     |   |      | <input checked="" type="checkbox"/> |      | Fred Rose                       |
| Tactic 3.2.3        | Implement the recommendations and projects of the new watershed plans.                  |  |   |  |                                     |   |      | <input checked="" type="checkbox"/> |      | Carl Bouchard                   |
| <b>STRATEGY 3.3</b> | <b>Promote public health and safety.</b>  |  |   |  |                                     |   |      |                                     |      |                                 |
| Tactic 3.3.1        | Influence the management of emergencies and public health crises.                       |   |   | <input checked="" type="checkbox"/>  |                                     |   |      |                                     |      | Chad Crawford                   |
| Tactic 3.3.2        | Develop an ADA compliance program.  |  |   |  |                                     |  |      | <input checked="" type="checkbox"/> |      | Kathryn Moore                   |
| Tactic 3.3.3        | Develop an integrated emergency response program.                                       |   |   | <input checked="" type="checkbox"/>  |                                     |   |      |                                     |      | Scott St. Clair                 |
| Tactic 3.3.4        | Support County air quality initiatives.   |  |  |  | <input checked="" type="checkbox"/> |   |      |                                     |      | Kathryn Moore / Jonathan Murray |

**PEOPLE** – To be a well-trained committed adaptable team in a motivating work environment.

|              |   | Target Start and End Dates for Tactics<br> = Start / <input checked="" type="checkbox"/> = Completion |      |      |      |                                     |                                     |      |                                     |                                 |
|--------------|---|--|------|------|------|-------------------------------------|-------------------------------------|------|-------------------------------------|---------------------------------|
| GOAL 4       | To be a well-trained committed adaptable team in a motivating work environment.                         | 1H04   | 3Q04 | 4Q04 | 1H05 | 2H05                                | FY06                                | FY07 | FY08                                | Responsible Party               |
| STRATEGY 4.1 | Provide for and nurture a skilled workforce.  |  |      |      |      |                                     |                                     |      |                                     |                                 |
| Tactic 4.1.1 | Prepare a staffing plan based on needs identified in the Environmental Scan.                            |  |      |      |      |                                     |                                     |      | <input checked="" type="checkbox"/> | Carl Bouchard / Scott St. Clair |
| Tactic 4.1.2 | Prepare an organization training and development plan.  |  |      |      |      |                                     | <input checked="" type="checkbox"/> |      |                                     | Scott St. Clair                 |
| Tactic 4.1.3 | Develop and implement a cooperative recruitment/retention program.                                      |  |      |      |      |                                     | <input checked="" type="checkbox"/> |      |                                     | Jonathan Murray                 |
| Tactic 4.1.4 | Promote innovative thinking, confidence building, and employee empowerment to effect a cultural change. |  |      |      |      |                                     |                                     |      | <input checked="" type="checkbox"/> | Steve Aitcheson                 |
| STRATEGY 4.2 | Provide for a modern work atmosphere.   |  |      |      |      |                                     |                                     |      |                                     |                                 |
| Tactic 4.2.1 | Develop and implement a workplace modernization plan.   |  |      |      |      |                                     | <input checked="" type="checkbox"/> |      |                                     | Jeff Hatterick                  |
| Tactic 4.2.2 | Develop and implement flexible employment opportunities.  |  |      |      |      | <input checked="" type="checkbox"/> |                                     |      |                                     | Jonathan Murray                 |
| STRATEGY 4.3 | Define, communicate, and celebrate the direction of stormwater management.                              |  |      |      |      |                                     |                                     |      |                                     |                                 |
| Tactic 4.3.1 | Develop and implement an internal communications plan for stormwater management.                        |  |      |      |      | <input checked="" type="checkbox"/> |                                     |      |                                     | Gayle England                   |
| Tactic 4.3.2 | Ensure that good work is recognized and rewarded.   |  |      |      |      | <input checked="" type="checkbox"/> |                                     |      |                                     | Gayle England                   |

**Table 4.3: Cross-Walk Between Core Vision Statements and STW Strategies**

|   | Safe and Caring Communities | Environmental Stewardship | Building Living Spaces | Healthy Economies | Connecting People and Places | Culture of Engagement | Corporate Stewardship |
|---|-----------------------------|---------------------------|------------------------|-------------------|------------------------------|-----------------------|-----------------------|
| 1.1 Achieve total commitment to the strategic planning process.   |                             |                           |                        |                   |                              | ■                     |                       |
| 1.2 Use resources for the most effective outcomes.  |                             | ■                         |                        | ■                 |                              |                       | ■                     |
| 1.3 Provide fiscal and budgetary accountability.  |                             |                           |                        | ■                 |                              |                       | ■                     |
| 1.4 Migrate to a steady and reliable funding source for stormwater programs.                                  |                             | ■                         |                        |                   |                              |                       |                       |
| 2.1 Promote a culture of engagement.  |                             |                           |                        |                   |                              | ■                     |                       |
| 2.2 Build partnerships within the County and with external groups to accomplish mutually beneficial projects. |                             | ■                         |                        |                   |                              | ■                     |                       |
| 2.3 Promote a customer friendly work culture.   |                             |                           |                        |                   |                              | ■                     |                       |
| 3.1 Establish cutting edge services and programs.   | ■                           | ■                         | ■                      | ■                 | ■                            |                       |                       |
| 3.2 Be a regional leader in water resources and in restoring the Chesapeake Bay.                              |                             | ■                         | ■                      |                   |                              |                       |                       |
| 3.3 Promote public health and safety.   | ■                           | ■                         | ■                      |                   | ■                            |                       |                       |
| 4.1 Provide for and nurture a skilled workforce.  | ■                           | ■                         |                        |                   |                              | ■                     |                       |
| 4.2 Provide for a modern work atmosphere.   |                             | ■                         |                        |                   | ■                            | ■                     |                       |
| 4.3 Define, communicate, and celebrate the direction of stormwater management.                                |                             | ■                         |                        |                   |                              | ■                     |                       |
|   | Safe and Caring Communities | Environmental Stewardship | Building Living Spaces | Healthy Economies | Connecting People and Places | Culture of Engagement | Corporate Stewardship |

## 5 Conclusion

The Strategic Plan contained in this document forms the basis for focusing future decision-making within the Stormwater Management Business Area and provides a strong management tool from which to judge progress towards meeting its Mission Statement. Plan formulation, however, is only the beginning of a journey that must include all STW employees, the Department of Public Works and Environmental Services, and constituents. The ultimate success of the strategic planning effort will rest on developing necessary Action Plans, closely tracking progress towards plan implementation, and fostering a strong link between the work of the STW Business Team and STW employees towards achieving the greater purpose of the STW Mission.

Implementation of the Strategic Plan must be monitored carefully and consistently; however, it is also recognized that the Strategic Plan is meant to be directional in nature and flexible enough to account for other ongoing and new planning initiatives. Strategic planning, like all planning efforts, is a dynamic and iterative process. It must be revisited and reviewed, and adjustments made to account for a changing environment. For instance, the STW Strategic Plan is one of several plans being developed for Department of Public Works and Environmental Services business areas. In addition, it is recognized that several early STW initiatives may need to be adapted and/or brought into alignment with over arching DPWES and County strategic planning processes once completed. Activities must also be coordinated with the Environmental Coordinating Committee and the Office of the County Executive to ensure that Strategies, Tactics, and Action Plans are mutually supportive of other agencies' goals and take effective advantage of available shared resources. Since most of the Goals and Strategies address environmental stewardship, the Environmental Quality Advisory Council (EQAC) and other environmental organizations' goals must also be taken into account.

The STW has identified four specific Tactics where close coordination will be critical to successful implementation. These will be used as performance measures for the County's Performance Measurement Budget Plan in support of the County's Strategic Vision Elements and include:

- Tactic 3.2.1 – Be a good steward in implementing the commitments of the Chesapeake Bay Agreement.
- Tactic 3.2.2 – Maintain a comprehensive watershed management program under the MS4 permit.
- Tactic 3.3.3 – Develop an integrated emergency response program.
- Tactic 3.3.4 – Support County air quality initiatives.

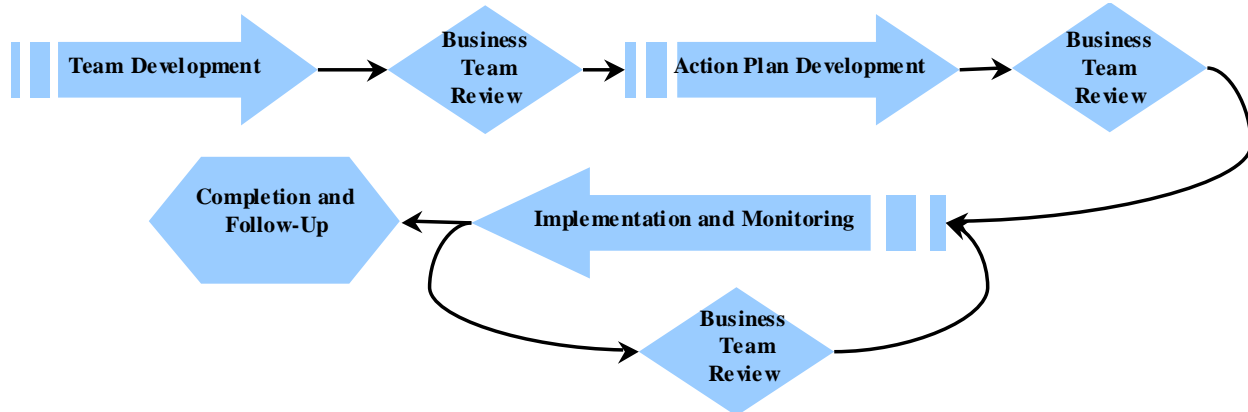
To achieve critical buy-in, and to ensure that all STW employees become acquainted with outcomes and milestones, the STW leadership will organize an STW-wide Strategic Plan roll-out meeting to be held on August 28, 2003. In addition to the contents of the Strategic Plan, the meeting will describe the on-going process for developing Action Plans to meet specific Tactics and how the STW leadership will track and monitor plan implementation. The STW leadership will follow-up with presentations to other business area teams, including the Leadership Council, as requested.

The STW Leadership Business Team will be responsible for monitoring the Strategic Plan. The Leadership Business Team will meet twice monthly (first and fourth Tuesdays of the month), with the second week of each month reserved for Tactic Leaders (specified in Table 4.2) to hold team planning meetings.

Each Tactic contained in the Strategic Plan will be achieved through the development of a detailed Action Plan. The directors of the Maintenance and Stormwater Management Division and the Stormwater Planning Division will be responsible for maintaining a master calendar to track Action Plan milestones. The following represents the process that Tactic Leaders will use for developing and implementing Action Plans.

- **Team Development:** Each Tactic Leader will assemble a support team that will bring the knowledge base necessary to help develop the Action Plan. The proposed team will be presented to the STW Leadership Business Team for approval.
- **Action Plan:** Once a team is in place, an Action Plan will be developed that provides a detailed outline of specific actions, interim time-lines and milestones, responsible parties, and resources required to implement the Tactic. Each team will consider ongoing STW efforts and how they can be aligned or placed into context with new goals. Performance measures will be developed to support the County budget process and metrics will be developed to illustrate when goals have been successfully achieved. The proposed Action Plan will be presented to the STW Leadership Business Team for input.
- **Action Plan Implementation:** After an Action Plan has been accepted by the Business Team, the Tactic Leader will begin the implementation phase.
- **Monitoring:** The Tactic Leader will continue to keep the Business Team informed on progress, delays, or issues associated with implementation. In addition, the Tactic Leader will monitor whether modifications need to be made to the Action Plan in order to account for changes in external factors.
- **Successful Completion of Action Plan:** At the successful completion of an Action Plan, the Tactic Leader will provide a report to the Business Team on how to operationalize successful results and what additional steps, if any, are necessary to further the specific Strategic Plan Strategy or Goal.

**Figure 5.1: Action Plan Implementation Process**



It is the hope of the STW leadership that, with much hard work, this Strategic Plan will allow the Stormwater Management Business Area to move closer to fulfilling its Mission to “Develop and maintain comprehensive watershed and infrastructure management programs to protect property, to promote health and safety, to enhance the quality of life, and to preserve and improve the environment for the benefit of the public.”



# **Appendix A**

## **STW Business Team Strategic Plan Participants**

### **Stormwater Planning Division**

Carl E. Bouchard, Director

Donald Demetrius, Branch Chief

Gayle England, Environmental Technologist

Harbans Matharoo, Branch Chief

Matthew Meyers, Engineer II

Fred Rose, Branch Chief

Paul Shirey, Engineer III

### **Maintenance and Stormwater Management Division**

Steve Aitcheson, Deputy Director

Chad Crawford, Engineer III

Jeffrey S. Hatterick, Supervisor, Facilities Support

Kathryn Moore, Engineer III

Jonathan Murray, Senior Maintenance Supervisor

Scott R. St. Clair, Director

### **Office of Site Development Services, Code Analysis Division**
















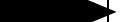
Ray Curd, Director


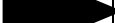
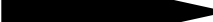

















### **Business Support Services, DPWES**

Judy A. Christofferson, Facilitator

# Appendix B

## Tactics Control Sheet Sorted by Target Start Date

| Tactic Number | Tactic Statement  | Target Start and End Dates for Tactics<br> = Start / <input checked="" type="checkbox"/> = Completion |                                     |      |                                     |                                     |                                     |                                     |      | Responsible Party                  |
|---------------|---|--|-------------------------------------|------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|------|------------------------------------|
|               |   | 1H04   | 3Q04                                | 4Q04 | 1H05                                | 2H05                                | FY06                                | FY07                                | FY08 |                                    |
| Tactic 1.1.1  | Create an initial strategic plan and begin implementing first steps.  | <input checked="" type="checkbox"/>  |                                     |      |                                     |                                     |                                     |                                     |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.1.2  | Execute a process for stakeholder involvement in the strategic plan and revise as necessary.                      |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 1.1.3  | Review and update strategic plan.   |    |                                     |      |                                     |                                     | <input checked="" type="checkbox"/> |                                     |      | Carl Bouchard /<br>Scott St. Clair |
| Tactic 2.1.1  | Develop and implement effective outreach, education, and communication programs.                                  |    |                                     |      |                                     |                                     | <input checked="" type="checkbox"/> |                                     |      | Fred Rose                          |
| Tactic 2.1.3  | Foster programs to adopt and communicate innovative practices.  |    |                                     |      |                                     |                                     | <input checked="" type="checkbox"/> |                                     |      | Don Demetruis                      |
| Tactic 2.2.1  | Identify partners and define mutual benefits of working together to advance environmental stewardship and safety. |   | <input checked="" type="checkbox"/> |      |                                     |                                     |                                     |                                     |      | Steve Aitcheson                    |
| Tactic 3.1.1  | Determine needed levels of service for baseline services/programs.  |   |                                     |      |                                     | <input checked="" type="checkbox"/> |                                     |                                     |      | Kathryn Moore                      |
| Tactic 3.2.1  | Be a good steward in implementing commitments of the Chesapeake Bay agreement.                                    |    |                                     |      |                                     |                                     |                                     | <input checked="" type="checkbox"/> |      | Paul Shirey                        |
| Tactic 3.2.2  | Maintain a comprehensive watershed management program under the MS4 permit.                                       |    |                                     |      |                                     |                                     |                                     | <input checked="" type="checkbox"/> |      | Fred Rose                          |
| Tactic 3.3.1  | Influence the management of emergencies and public health crises.   |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Chad Crawford                      |
| Tactic 3.3.3  | Develop an integrated emergency response program.   |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Scott St. Clair                    |
| Tactic 4.1.4  | Promote innovative thinking, confidence building, and employee empowerment to effect a cultural change.           |    |                                     |      |                                     |                                     |                                     | <input checked="" type="checkbox"/> |      | Steve Aitcheson                    |
| Tactic 4.2.2  | Develop and implement flexible employment opportunities.  |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Jonathan Murray                    |
| Tactic 4.3.1  | Develop and implement an internal communications plan for stormwater management.                                  |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Gayle England                      |
| Tactic 4.3.2  | Ensure that good work is recognized and rewarded.   |   |                                     |      |                                     | <input checked="" type="checkbox"/> |                                     |                                     |      | Gayle England                      |
| Tactic 1.2.1  | Optimize current resources.   |   |                                     |      | <input checked="" type="checkbox"/> |                                     |                                     |                                     |      | Jeff Hatterick /<br>Don Demetrius  |

| Tactic Number | Tactic Statement   | Target Start and End Dates for Tactics<br> = Start / <input checked="" type="checkbox"/> = Completion |  |  |  |      |   |   |   | Responsible Party               |
|---------------|--|--|--|--|--|------|---|---|---|---------------------------------|
|               |  | 1H04   | 3Q04   | 4Q04   | 1H05   | 2H05 | FY06  | FY07  | FY08  |                                 |
| Tactic 1.3.2  | Develop funding plan for STW programs to reflect changing service levels, increasing infrastructure inventories, unfunded mandates, emergency and unexpected events. |  |   | <input checked="" type="checkbox"/>  |  |      |   |   |   | Carl Bouchard / Scott St. Clair |
| Tactic 1.4.1  | Develop and implement a funding feasibility study for alternative methods and funding sources.   |  |   |  |  |      | <input checked="" type="checkbox"/>   |   |   | Carl Bouchard / Scott St. Clair |
| Tactic 2.2.2  | Establish partnerships and formalize, if appropriate.  |  |   |  |  |      | <input checked="" type="checkbox"/>   |   |   | Carl Bouchard                   |
| Tactic 3.3.4  | Support County air quality initiatives.  |  |   | <input checked="" type="checkbox"/>  |  |      |   |   |   | Kathryn Moore / Jonathan Murray |
| Tactic 4.1.1  | Prepare a staffing plan based on needs identified in the Environmental Scan.   |  |  |  |  |      |   |   | <input checked="" type="checkbox"/>   | Carl Bouchard / Scott St. Clair |
| Tactic 4.2.1  | Develop and implement a workplace modernization plan.  |  |   |  |  |      | <input checked="" type="checkbox"/>   |   |   | Jeff Hatterick                  |
| Tactic 1.2.2  | Develop, implement, and monitor a process for pursuing alternative funding opportunities.  |  |  |     | <input checked="" type="checkbox"/>  |      |   |   |   | Fred Rose                       |
| Tactic 1.3.1  | Develop and implement a fiscal process for improved efficiencies and procurement compliance.   |  |  |     |  |      | <input checked="" type="checkbox"/>   |   |   | Steve Aitcheson                 |
| Tactic 2.1.2  | Promote data-gathering and information sharing with private and public entities.   |  |  |  |  |      | <input checked="" type="checkbox"/>   |   |   | Matthew Meyers                  |
| Tactic 2.3.1  | Create customer friendly tools and environments.   |  |  |  |  |      | <input checked="" type="checkbox"/>   |   |   | Jeff Hatterick                  |
| Tactic 3.1.2  | Evaluate future program needs.   |  |  |  |  |      |   |   | <input checked="" type="checkbox"/>   | Fred Rose                       |
| Tactic 3.1.3  | Evaluate potential re-alignment of functions.  |  |  |   |  |      | <input checked="" type="checkbox"/>   |   |   | Kathryn Moore                   |
| Tactic 3.2.3  | Implement the recommendations and projects of the new watershed plans.   |  |  |  |  |      |   |   | <input checked="" type="checkbox"/>   | Carl Bouchard                   |
| Tactic 4.1.2  | Prepare an organization training and development plan.   |  |  |   | <input checked="" type="checkbox"/>  |      |   |   |   | Scott St. Clair                 |
| Tactic 4.1.3  | Develop and implement a cooperative recruitment/retention program.   |  |  |   |  |      | <input checked="" type="checkbox"/>   |   |   | Jonathan Murray                 |
| Tactic 2.3.2  | Develop customer feedback mechanisms, analyze results, and implement appropriate follow-up strategies.   |  |  |  |  |      |   |   | <input checked="" type="checkbox"/>   | Scott St. Clair                 |
| Tactic 3.3.2  | Develop an ADA compliance program.   |  |  |  |  |      |  | <input checked="" type="checkbox"/>   |   | Kathryn Moore                   |
| Tactic 1.4.2  | Implement the results of the selected funding alternatives.  |  |  |  |  |      |   |  | <input checked="" type="checkbox"/>   | Carl Bouchard / Scott St. Clair |
| Tactic 1.4.3  | Monitor the funding plan and adjust accordingly on an annual basis.  |  |  |  |  |      |   |   |  | Carl Bouchard / Scott St. Clair |



Department of Public Works and Environmental Services  
12000 Government Center Parkway  
Fairfax, Virginia 22035